

DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY FIELD ARTILLERY CENTER AND FORT SILL  
Fort Sill, Oklahoma 73503

USAFACFS Regulation  
No. 690-22

25 July 1978

Civilian Personnel  
EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Further supplementation by subordinate commanders is prohibited  
unless specifically approved by Headquarters, USAFACFS.

|   | Paragraph | Page |
|---|-----------|------|
| PURPOSE                                 | 1         | 1    |
| APPLICABILITY                           | 2         | 1    |
| POLICY                                  | 3         | 2    |
| RESPONSIBILITIES                        | 4         | 2    |
| EEO DISCRIMINATION COMPLAINT PROCEDURES | 5         | 9    |
| CLASS ACTION COMPLAINTS                 | 6         | 10   |
| MINIMUM PROGRAM REQUIREMENTS            | 7         | 10   |
| REPORTS                                 | 8         | 12   |
| REFERENCES                              | 9         | 12   |

1. PURPOSE. This regulation outlines responsibilities and provides guidance for planning and executing the equal employment opportunity (EEO) programs at Fort Sill. This regulation supplements chapter 713, Federal Personnel Manual, and Civilian Personnel Regulation 700, and will be used in conjunction with these documents.

2. APPLICABILITY.

a. This regulation applies to all employees, appropriated and non-appropriated fund, under the jurisdiction of the Commanding General, US Army Field Artillery Center and Fort Sill; to employees of activities serviced by the Fort Sill Civilian Personnel Office; and to applicants for employment.

b. Major activities and major subordinate commands, for purposes of this regulation, are the US Army Field Artillery School, US Army Medical Department Activity, US Army Dental Activity, US Army Field Artillery Training

\*This regulation supercedes USAFACFS Regulation 690-22, 9 August 1972

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25 Jul 78

Center; Directorate of Personnel and Community Activities; Directorate of Plans and Training; Directorate of Industrial Operations; Directorate of Resource Management; Directorate of Communications-Electronics; Directorate of Facilities Engineering; US Army Garrison Fort Chaffee (Semiactive), Fort Chaffee, Arkansas, and all tenant organizations having host-tenant agreements with the installation Civilian Personnel Office.

3. POLICY. The policy of the installation EEO program is to--

a. Provide equal opportunity in employment to all persons on the basis of merit and fitness; and preclude discrimination in employment on the basis of race, color, religion, sex, age, physical or mental handicap or national origin.

b. Insure that equal employment opportunity is an integral part of every aspect of personnel policy and practice in the employment, development, advancement, and treatment of employees.

c. Develop and maintain affirmative action programs designed to insure equality of employment opportunity without regard to an individual's race, color, religion, sex, age, physical or mental handicap, or national origin.

d. Improve employment opportunities for all employees and people outside the work force by establishing entry level positions in as many occupations as feasible.

e. Implement training and educational programs to assist employees in developing skills and abilities which will enable them to reach their fullest potential.

f. Participate in recruiting programs at schools and universities and at the community level with other employers to improve motivation and develop interest among all citizens for potential employment with the Army.

g. Demonstrate program effectiveness through measurable results

h. Achieve impartial, expeditious resolution of EEO discrimination complaints at the lowest possible level.

4. RESPONSIBILITIES

a. The installation Equal Employment Opportunity Officer (EEOO) is responsible to--

(1) Monitor the overall EEO effort.

Insure that the established EEO Plan of Action is effective.

Systematically evaluate program progress on a periodic basis

25 Jul 78

AFACFS Reg 690-22

- (4) Inform the Commander on the s on a continuing basis.
- (5) Represent the installation Commande activities related to equal employment opportunity.
- (6) Provide active staff leadership program, especially in the development and implementation of the ins ~~on EEO~~ Plan of Action.
- (7) Establish and maintain relationsh ations and individuals concerned with minority group matters
- (8) Maintain continuous familiarity with con on and circumstances affecting equal employment opportunity within act ie of the command.
- (9) Participate in or conduct statistical and other special program studies to identify out-of-balance employment patterns or inequitable management practices and recommend such action as appropriate to correct these situations.
- (10) Evaluate and report to management on program effectiveness with recommendations for change or improvement of the installation EEO Plan of Action, personnel practices, and other management activities which have impact upon the EEO Program.
- (11) Keep management informed of EEO progress, complaints and problems, or conditions in the community which may affect empl yment, and of opportunit ies for management to take an even more active par in EEO activities.
- (12) Provide a point of contact f ordinati and liaison between management and special interest group orga zation, mmunity minority leaders, and organizations.
- (13) Analyze discrimination complaints to ide problem areas and to develop information and guidance for management wh ll correct situations which lead to employee complaints.
- (14) Implement decisions of higher headquarters, oth with respect to program elements, and in the resolution of complaints

b. The installation Civilian Personnel Off '0) will--

- (1) Act as the Commander's representative in planning and effecting actions that are fully supportive of a positl program which assures equality and opportunity in employment.
- (2) Designate a member of the CPO staff to serv as EEO Action Officer to assist the EE00 in coordinating civilian personne office activities relating to the EEO Program.

25 Jul 78

(3) Provide council, guidance, and support on internal review of organization, structure, and systems in connection with program activities.

(4) Provide the EE00 with personnel data and statistics.

(5) Keep management and the EE00 informed on personnel program changes, situations, or problems which have a bearing on the EEO program, and for which EEO-oriented action should be taken.

(6) Conduct an Upward Mobility Program in consonance with guidance from Department of the Army and the US Civil Service Commission which effectively affords upward mobility for all employees, and especially those in lower grades.

(7) Work with management to change some jobs to entrance level to allow broader base competition.

(8) Analyze the employment pattern in all occupations and activities to eliminate artificial barriers which might unjustly preclude female occupancy of positions.

(9) Conduct recruiting campaigns, insuring that equal employment opportunities are afforded all individuals regardless of race, color, religion, sex, age, physical or mental handicap, or national origin.

(10) Make periodic visits to universities, colleges, trade schools, and high schools.

(11) Distribute US Civil Service Commission announcements in all potential areas of recruitment.

(12) Visit with minority group leaders and organizations, women's societies, and professional groups to explain the US Civil Service competitive system; and to encourage qualified individuals to consider careers with the Federal Service.

(13) Publicize job opportunities through installation publications, the Oklahoma State Employment Commission, local newspapers, and radio announcements.

(14) Coordinate with the US Civil Service Commission to schedule examinations at schools or other locations that provide both a favorable environment and ready access to minority groups and female applicants.

(15) Utilize the resources to the local Community Action Agency, Job Corps, National Youth Corps, and similar organizations as a source for minority group, females, and underprivileged job applicants.

(16) Coordinate with the EE00 to provide formal training sessions for all newly assigned or designated supervisors of civilian employees, based upon material contained in Civilian Personnel Pamphlet 41-B-14.

5 Ju 78

USAFACFS Reg 690-22

c. Major activity directors and major subordinate commanders are responsible to--

(1) Visibly demonstrate their unequivocal support of stated command objectives and the quest for equality and opportunity in employment, and establish determination for affirmative action and achievement.

(2) Designate a member of the activity/command to be the EEO Action Officer for the organization. This action officer will assist the EEEO in coordinating EEO matters that pertain to their particular activity or command

(3) Be informed concerning major aspects of the EEO Program, relying on staff personnel and activity/command EEO action officers for detailed information concerning the EEO program; and demonstrate to managers, supervisors, and employees their positive support of the program's purpose and principal provisions.

(4) At the request of the installation EEEO, coordinate the selection of appropriate individuals to be designated as EEO counselors and insure that appointed counselors attend, as a minimum, the two basic EEO counselor courses conducted by the US Civil Service Commission.

(5) By the end of each third fiscal year quarter, prepare (in coordination with the CPO) and forward to the EEEO, a report of assessment of the EEO situation which furnishes the following information (exempt Reports control under paragraph 7-2ae, AR 355-15):

(a) The number of positions identified to be restructured to lower entry level in the coming fiscal year.

(b) The number of bridge positions identified for the coming fiscal year.

(c) The number of employees, by ethnic and sex group, retiring during the coming fiscal year.

The number of employees underutilized

The number of employees in dead-end positions

Rate of turnover for each job within the activity.

(g) Anticipated mission changes and resulting effects on the installation EEO Plan of Action.

(h) Anticipated losses through reduction in force in the coming fiscal year

(i) Comments concerning actions planned to advance the EEO program in the coming fiscal year. The intent of this report is to provide in-house data for directors and commanders which is essential in preparing an

25 Jul 78

assessment of the EEO situation within their own organization and in the preparation of the coming fiscal year installation EEO Plan of Action.

d. Managers and supervisors primary roles and responsibilities in relation to achieving the objectives of the EEO program are to--

(1) Endeavor to build acceptance and respect for all employees in the employment situation regardless of race, color, religion, sex, age, physical or mental handicap, or national origin.

(2) Be completely informed on the current installation EEO Plan of Action and actively participate in the overall formulation and implementation of this plan.

(3) Identify employees who have potential for advancement, provide counseling and guidance regarding qualifications for higher-level duties, and assist in the preparation of individual development plans for all employees who desire to enter training or developmental activities. It is an inherent responsibility of the supervisor to encourage each employee to improve his or her skills in order to advance within the work force. Supervisors who require assistance in counseling employees should contact the Employee Development Officer, Civilian Personnel Office.

(4) Insure that employees are informed of discrimination complaint procedures, and are free to exercise their right to use them without fear of reprisal or coercion.

(5) Cooperate with and impart full information to investigating officials in complaint cases as requested.

(6) Be fair and just when making duty assignments which contribute to the development of employee skills, and avoid discrimination when making work assignments, initiating personnel actions, selecting applicants for initial employment, and other actions affecting employees; e.g., failure to act or to withhold favorable treatment.

e. EEO Counselors (EEOC), often referred to as the bridge between the employee and management, are co-workers in the various organizational elements of an activity who open channels of communication, collect facts on alleged acts or situations of discrimination on which to base possible informal resolutions, and attempt to clarify the situation for all parties. The role and responsibilities of the counselors are very human, and often nontechnical in nature. Counselors, as an arm to the EEOC in operating elements of the organization must--

(1) Be formally trained in the techniques of EEO counseling by US Civil Service Commission personnel.

(2) Be assigned and located so that employees may have access to them with reasonable facility. Employees will be free to choose which particular

25 Jul 78

USAFACFS Reg 690-22

EEO counselor they wish to consult. EEO counselors will be provided sufficient time to accomplish their investigative duties.

(3) Serve as a bridge between employees and management, and on an informal basis, attempt to resolve discrimination complaints of aggrieved persons under the provisions outlined in DA Civilian Personnel Regulation 700 (C 16), and FPM 713. Complaints of a discriminatory nature must be based on race, color, religion, sex, age, physical or mental handicap, or national origin.

(4) As appropriate, provide reports and/or recommendations to the EEOC on matters pertaining to the EEO program.

(5) Inform the EEOC immediately on any matters pertaining to the handling of specific EEO complaints, and submit a written report to the EEOC within 7 calendar days after contact by the complaining employee. A copy of this report concerning the merits of the matter will be provided to the aggrieved person when the counselor learns that a formal complaint has been filed.

(6) Unless the complaint is resolved during the informal process and inquiry, submit a written report to the EEOC within 3 calendar days after the final interview with the complainant.

(7) Keep a record of all actions

f. The Federal Women's Program Coordinator (FWPC), as an integral part of the installation EEO program, is responsible for determining what can be done to advance the status of women in the employment situation; for making specific plans for improvement; and for assuring effective implementation of the EEO Plan of Action as it relates to women in the work forces. The FWPC responsibilities include the following:

(1) Assuring the installation plans of action are comprehensive, and fully meet the objectives of the Federal Women's Program.

(2) Periodically evaluating the adequacy of the total activity program, and reporting thereon with recommendations for improvement.

(3) Serving as a command representative in consultation with public and private groups and individuals concerned with the improvement of employment opportunities for women.

(4) Conducting special studies such as surveys of employment patterns in various grade levels and job occupations.

(5) Coordinating with various activities of the installation to promote the Federal Women's Program goals.

25 Jul 78

(6) Serving as an advisor in evaluating management activities to identify weakness or outmoded personnel practices which permit or encourage discrimination towards females, and initiating actions to correct such deficiencies.

(7) Chairing the Federal Women's Program Committee and insuring that meetings are conducted and reported on as appropriate.

g. The Hispanic Employment Program Coordinator (HEPC) will assist the EEEO in providing advice on special concerns of the Spanish speaking employees to insure that specific actions are taken to provide equal opportunities in connection with recruitment, training, promotion, upward mobility, and related areas in support of improving the employment opportunities of this minority group.

h. The Equal Employment Opportunity Specialists (EEOS) will serve as assistants to the Equal Employment Opportunity Officer. They will actively participate in developing and implementing plans and procedures required to provide equal employment opportunity to individual employees through effective recruitment, training, utilization, and advancement in the various occupations, grade levels, and organization segments of the installation irrespective of race, color, religion, sex, age, physical or mental handicap or national origin. The specific duties of these specialists are to--

(1) Handle the complaint aspects of the EEO program, keeping the EEEO informed of the status of complaints.

(2) Recommend to the EEO the acceptance or rejection of complaints of discrimination in accordance with appropriate regulations.

(3) Conduct meetings and training sessions for EEO counselors.

(4) Assist and guide EEO counselors in the proper performance of their duties.

(5) Maintain continuous contact with the Civilian Personnel Office staff, and coordinate actions concerning the processing of EEO complaints.

(6) Assure completion of actions by EEO counselors to include preparation of all memoranda for record and related discrimination complaint requirements.

(7) Assist the EEEO in the preparation of the EEO Plan of Action, and monitor this plan for the purpose of determining the status of goal accomplishment.

(8) Coordinate installation staff input for the EEO Plan of Action, and provide recommendations to the EEEO which will promote the accomplishment of established goals of the program throughout the installation activities and commands.



25 Jul 78

USAFACFS Reg 690-22

(9) Maintain and evaluate EEO program statistics for the purpose of determining EEO program status and goal accomplishments.

## 5 EEO DISCRIMINATION COMPLAINT PROCEDURES.

a. EEO discrimination complaints can be accepted and processed by the EEEO only if the aggrieved individuals believes he or she has been discriminated against because of race, color, religion, sex, age, physical or mental handicap, or national origin.

b. EEO complaints will be processed as expeditiously as possible and as prescribed by CPR 700 (C 16).

c. Upon request of the complainant, complaints not satisfactorily resolved by the EEO counselor will be formalized. After assuring completion of the required action by the counselor, the EEEO will transmit a copy of the complaint to the US Army Civilian Appellate Review Office (USACARO). The letter of transmittal will request the assignment of an investigator, and will contain an applicable fund citation for payment of the travel and per diem costs as necessary. This request to USACARO will be sent within 3 working days after receipt of the formal complaint. The installation activity in which the complaint originated will provide the EEEO with the fund citation provided the USACARO agency. This same fund citation will also be used in the event the complaint proceeds to the stage where it is necessary to utilize the services of a US Civil Service Commission examiner to further process the complaint.

d. Copies of DA Form 2590-R (Formal Complaint of Discrimination Because of Race, Color, Religion, Sex, Age, or National Origin (LRA)) will accompany the copies of the Monthly Report of Discrimination Complaint Processing (RCS USCSC-1077 (R1)) which are furnished to Headquarters, Department of the Army and headquarters of appropriate major commands. A Privacy Act Statement (CPR 700 (C 24)) will be attached to the DA Form 2590-R upon submission to higher headquarters.

e. All cases which pass the investigative stage and which are not resolved, require preparation and submission of a table of contents, properly indexed, with the discrimination complaint record when it is forwarded to the Civil Service Complaints Examiner for a hearing or to the Director of Equal Employment Opportunity, Department of the Army, for a decision without a hearing (paragraph B-12a, CPR 700 (C 16)).

f. During the period a complaint is under consideration by Headquarters, Department of the Army, the Director of Equal Employment Opportunity will be informed immediately of any implementing actions arising out of a complaint and of any changes in the status of a complainant. This information is essential to the rendering of a responsive decision by the Director of Equal Employment Opportunity at Department of the Army.

25 Jul 78

g. A copy of the disposition of a complaint of discrimination will be submitted within 5 calendar days at the close of the complaint. The EEOC will indicate where copies have been furnished, so that addressees need not wonder whether others who should have received a copy did in fact receive it.

h. Copies of all actions concerning complaints will be provided Headquarters, TRADOC, ATTN: ATPR-EEO, Fort Monroe, Virginia 23651.

## 6. CLASS ACTION COMPLAINTS.

a. Processing. The new procedure for processing class action discrimination complaints under Part 713 of the Civil Service Commission Regulations became effective 18 April 1977. These regulations provide an administrative process by which an employee or group of employees may file as agents of a class on the basis of race/color, religion, sex, national origin and/or age if they feel personnel policies or practices discriminate against the covered class. The third party complaint procedures have been cancelled.

### b. Definitions.

(1) CLASS. A "class" is a group of agency employees, former agency employees, and/or applicants for employment with the agency, on whose behalf it is alleged that they have been, are being, or may be adversely affected by an agency personnel management policy or practice which the agency has authority to rescind or modify, and which discriminates against the group on the basis of their common race, color, religion, sex, national origin, and/or age.

(2) CLASS COMPLAINT. A "class complaint" is a written complaint of discrimination filed on behalf of a class by the agent of the class.

(3) AGENT. The "Agent" is a class member who has claims typical of the claims of the class and who acts for the class during the processing of the class complaint.

c. Procedures. FPM 713-38 differs significantly from the individual complaint regulations in the following major areas:

(1) A complaining party desiring to serve as an agent for the class has 90 calendar days to contact an EEO counselor.

(2) The counseling stage must be terminated within 30 calendar days

(3) The persons designated to receive class action complaints are the Secretary of the Army, or his or her designee, and the Director of EEO.

## 7. MINIMUM PROGRAM REQUIREMENTS

a. Since the installation has a civilian personnel servicing responsibility, an Equal Employment Opportunity Officer will be designated to assist

the commander in carrying out his/her responsibility for EEO. A serviced activity, residing at the installation, may designate a separate EE00 for the activity; however, the installation should provide the EEO leadership. In any event, civilian personnel servicing agreements will be annotated to reflect specific EEO program responsibilities (paragraph 2-6d(1), CPR 700 (C 13) 713.2). A copy of the information concerning the designated EE00 as required by paragraph 2-6d(5) CPR 700 (C 13) 713.2 will be provided to Headquarters, TRADOC, ATTN: ATPR-EE0, upon submission to Headquarters, Department of the Army.

b. The installation will designate a sufficient number of EEO counselors to serve as contacts between employees, the commander, members of the staff, and operational managers and supervisors. A photographic layout will be made of EEO counselors. This layout will be posted in a prominent area where civilians are employed. Employees will be free to choose the counselor they wish to consult. The names and official addresses of the Army Director of EEO, the installation EEO, and general information pertaining to EEO complaint filing procedures will be included on the photographic layout.

c. An EEO Affirmative Action Plan will be developed on a fiscal year basis by the installation EE00. Activities serviced by the installation EE00 will provide the EE00 with planned actions for inclusion in the installation plan. Activities and commands of the installation will be required to provide appropriate input to the installation plan to include goals for the coming fiscal year. The installation Affirmative Action Plan will be coordinated with all major activities/commands prior to publication. Approved installation plans will be submitted to the Civil Service Commission for review and final approval annually on dates specified by the Commission. Copies of the plan of action will be forwarded to the Civil Service Commission.

d. The EEO Affirmative Action Plan will contain all necessary requirements of the Department of the Army and TRADOC Plans of Action. The plan will be based on the existing employment situation, especially as it relates to minority groups, women (FWP), and Hispanic (HEP) personnel. The plan should respond to currently identified problem areas or impediments to equal employment opportunity. As a minimum, the plan will include those items described in paragraph 2-5b, CPR 700 (C 13) 713.2 and Civil Service Commission Manual Letter Number 713.22.

e. The EEO Affirmative Action Plan will be reviewed and monitored on a continuing basis throughout the year for the purpose of insuring goal accomplishment as outlined in the plan.

f. Distribution of the installation Affirmative Action Plan will be made, as a minimum, to all managers, supervisors, and employees who are accountable for projects or project elements in the plan. All employees and supervisors will certify they have read and are familiar with the current EEO Plan of Action by initiating and dating a record to be maintained within the activity/command.

8. REPORTS.

a. The EEOO will provide Headquarters, TRADOC, ATTN: ATPR-EEO, copies of all reports or correspondence which are submitted directly to the Director of Equal Employment Opportunity, Department of the Army.

b. Precomplaint counseling, complaint processing and disposition of complaints reporting will be accomplished to the Civil Service Commission, Department of the Army and TRADOC as prescribed by appendix C, CPR 700 (C 16) 713.C.

9. REFERENCES.

- a. Department of the Army Civilian Personnel Regulation 700 (C 13).
- b. Department of the Army Civilian Personnel Regulation 700 (C 16).
- c. Department of the Army Civilian Personnel Regulation 700 (C 24).
- d. Chapter 731, Federal Personnel Manual
- e. Federal Personnel Manual Letter Number 713.21.
- f. Federal Personnel Manual Letter Number 713.22.
- g. Federal Personnel Manual Letter Number 713.42.
- h. TRADOC Regulation 690-1
- i. Current Department of the Army and TRADOC Affirmative Action Plans.

25 Jul 78

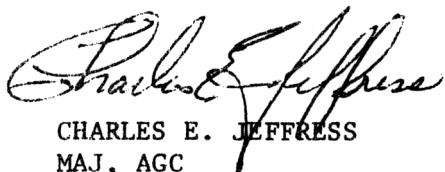
USAFACFS Reg 690-22

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